

CRITERION

CAMA

Correctional Accreditation Managers Association



- Minutes from Nashville, TN meeting
- Standards Report
- CAMA Membership Drive Contest & Membership Application Form (Pass it on...)
- Interview Process Questions to ask...
- Criterion — Leadership

2004 Annual Training Conference

Bet & Score

with CAMA -- 2004

Grand Casino Biloxi Bayview Hotel
Biloxi, Mississippi
May 22 — May 25, 2004

Registration Fee:
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Room Rate:
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CAMA Meeting Minutes

Sunday, August 10, 2003

Nashville, TN

Meeting was called to order by President Clare Armstrong-Seward at 3:00 p.m. There were 24 persons in attendance. President Armstrong-Seward allowed those present to introduce themselves. She expressed her appreciation for everyone's attendance and support of CAMA and reiterated her goal to increase the membership of our organization.

Meeting minutes from the last meeting held at the New Orleans CAMA Conference this past spring were reviewed and a motion was made by James Buesche to accept. Julie Kuksa seconded the motion. All were in favor.

CAMA Treasurer James Buesche reported on the financial status of the organization. He reported that CAMA continued to be a well-funded organization that had a balance of \$60,243.14. He also shared the results of the New Orleans conference. Total revenue from event was \$214,629.30. A total of 548 members registered and represented 38 states, the District of Columbia, Ontario and British Columbia.

Old business included a discussion of the training committee's desire to prepare a standardized lesson plan to assist members in workshop situations as well as making the information available on-line. President Armstrong-Seward advised that ACA's Bob Verdeven is interested in upgrading the training provided on Tuesdays to ensure that auditor training is all that it can be. Regional training opportunities for accreditation managers may also become available to better prepare staff for audits.

Membership report was given by Jim Dare. There are currently 940 active members. Discussion on a standard operating procedure to evaluate member satisfaction and provide important information about the benefits of belonging took place. ACA's Don Cook has been instrumental in assisting CAMA by serving as our membership information monitor and tracker. CAMA appreciated his efforts and support by presenting him with a glass etched plaque. Membership drive contest was briefly discussed to inform those members who missed the New Orleans conference that an American flag was given to the winner.

Standards Committee Report was given by Cathy Fontenot. A quick review over the key revisions was shared with the group. A full report of the new additions and revisions to standards will appear in more detail in the next Criterion. Cathy Fontenot has been assigned to this task.

The Vendors Committee Report was given by the President. She advised that the group would be prepared to report on a package they are exploring by the next meeting.

An update on the Accreditation Manual was given. Members of this committee are JR Miller, Amy Fairbanks and the President. A call for volunteers was made. President Armstrong-Seward advised that she hoped to get the book out by Spring 2004. She believes it will be a good public relation document as well as a good tool. Volunteers interested in this historic project should email or call Clare for more information. Members from Ohio and Colorado shared information regarding their DOC newsletter's success in giving this type of information out to staff.

By Laws Committee was discussed by Joe Rion. The constitution is in near final draft form. He would appreciate any comments or suggestions on the document. A couple of suggestions were made to correct and update that document.

Policy and Procedure Manual Committee report was given by President Elect Dora Wheat. She stated that the new standard operating procedures were very refreshing. She is seeking additional volunteers to assist with the format. Ultimate goal is to have a workable document that educates members of the roles of CAMA executive board as well as preserve the history of the organization. Regional Directors were reminded to submit job descriptions. Of particular concern was gathering information on setting up conferences.

A new website will launch in about a month. Feedback on this site is needed.

Massachusetts conference was discussed. David Nolan reported that he hopes to select the site by the end of this month. Louisiana conference was discussed. Dora Wheat shared that she thought the event was a success in spite of the war and the economy. Many people paid their own way to the conference. Ms. Wheat discussed the importance of assisting the host site in finding presenters, moderators, evaluators and always being prepared to have back-ups. Commissioner Evelyn Ridley-Turner has offered to host the 2006 conference in Indianapolis.

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Criterion was reviewed. Many positive things have been said about the content. We will continue to look for more articles, story ideas. Regionals were asked to solicit and submit on a monthly basis, best practices, best people, best anything to add to future publications.

Pam Ploughe, the acting regional director from Colorado volunteered to work with Al Bennett's group on the field advisory committee. Ohio's AJ Hamburger was designated to serve as chair of the Nominating Committee. Each region will supply Mr. Hamburger with members to this committee. Next elections to be held after next Summer's ACA Conference.

Special congratulations and birthday wishes to President Elect Dora Wheat. She will be married this October.

Four members of CAMA were present at the ACA Affiliate Council meeting. That group is interested in providing more workshop presenters from the affiliates. CAMA will sponsor a workshop on ethics in Chicago. The President reported that CAMA members continue to be viewed and recognized as true professionals.

Standards Committee is to work on problematic standards. Procedures of operation are to be recommended for review by the Field Advisory Committee. Approximately 50 people showed up to offer feedback. This committee, set up by ACA President Chuck Kehoe, has been tasked with exploring the five most critical issues for accreditation in the next five years. The budget and ways to improve the process through better communication were hot issues. One suggestion by this committee will be to communicate electronically to cut back on paperwork. They support auditor training on-line. They are also in the process of presenting a plan to cut back on repetitive plans of action. Al Bennett advises that this committee plans on raising the bar, not lowering it.

President Armstrong-Seward expressed her desire to continue to provide an open forum. She wanted to know how we, as an organization, are doing. Former CAMA President Cathy Slack of Colorado commented on the success and growth of CAMA during her career. She spoke highly of the growth of CAMA and informed us that the first conference had only 90 people in attendance.

Dora Wheat made a motion to adjourn. Motion seconded by James Buesche. All in favor.

Prepared by: Cathy Fontenot, CCE, Southeast Regional



News from the Southeast Region

A new book entitled "Serving Time, Serving Others" is now available. This book includes a forward by Louisiana State Penitentiary and 2003 Warden of the Year Warden Burl Cain and real life stories from Certified Corrections Professionals from the state of Louisiana as well as people from all walks of life who have positively affected the lives of those in prison or those touched by prison or prisoners. It is a must read for anyone interested in corrections and especially to those committed to improving the lives of others.

Fresh off the press, from the author of "Chicken Soup for the Prisoner's Soul" and the co-author of "Chicken Soup for the Volunteer's Soul," comes "Serving Time, Serving Others." Tom Lagana is a professional speaker, trainer, engineer, and author, helping people become their best. Mr. Lagana can be reached at <http://www.TomLagana.com>. Mr. Lagana can be reached at PO Box 7816, Wilmington, DE 19803. Contact him now for your copy of this amazing book.

Cathy Fontenot, Southeast Regional Director

SPECIAL THANKS!
to Cathy Fontenot
for preparing the minutes
in the absence of our Secretary.
Thanks, Cathy!!!



A Healthy Personality
"An individual has a healthy personality
to the exact degree to which they have
the propensity to look for the good
in every situation."

Ralph Waldo Emerson

What's New?

We hope this abbreviated list of recently approved revisions to the standards we all know and love will better assist you on what you need to know. You may obtain more detailed information on these and those recommendations that were not approved by checking the ACA website (ACA.org) or contacting your friendly local regional director (see our contact information on Page 7 of this issue).

Approved at ACA's Summer Conference – Nashville, TN August 2003

Adult Correctional Institution 4-4424 and Adult Correctional Boot Camp Program 1-ABC-4E-04. Each policy, procedure, and program in the health care delivery system is reviewed at least annually by the appropriate health care authority and revised if necessary.

- Removed last sentence that required date of the most recent review or revision and signature of reviewer. This created an annual requirement that is not required by similar standards.

Adult Correctional Institution 4-4009. To be considered warden/superintendent at a minimum must possess the following: a bachelor's degree, etc.

- Removed emphasis on position qualifications of warden and not whether the warden is qualified. Standard now addresses qualifications for an individual facility's warden and not the system's qualifications for the position.

Adult Correctional Boot Camp Programs 1-ABC-1A-07, Adult Community Residential Services 4-ACRS-7B-01, Adult Local Detention Facilities 3-ADLF-1A-09, Juvenile Community Residential Facilities 3-JCRF-1A-07, Juvenile Training Schools 3-JTS-1A-13, and Juvenile Detention Facilities 3-JDF-1A-16. To be considered qualified a facility administrator, at a minimum must possess the following:, etc.

- Same as above regarding emphasis on qualifications.

Adult Probation and Parole Field Services 3-3014. To be considered qualified an administrator of field services....

- Same as above regarding emphasis on qualifications.

Correctional Training Academies 1-CTA-1A-07. To be considered qualified...

- Same as above

Juvenile Probation and Aftercare Services 2-7025 To be considered qualified....

- Same as above

Juvenile Day Treatment Programs 1-JDTP-1A-12. To be considered qualified...

- Same as above

Juvenile Correctional Boot Camp Programs 1-JBC-1A-08. To be considered qualified....

- Same as above

Mandatory Standard Approved with Change Performance-Based Standards for Correctional Industries. All flammable materials are controlled, safely handled and securely stored. Where smoking is permitted, noncombustible receptacles for smoking materials and separate containers for other combustible refuse are provided at approved locations, etc. with protocols and process indicators also.

- This standard should have been included in manual but was omitted initially.

Performance-Based Standards for Correctional Industries. Mandatory. All toxic and caustic materials are controlled and secure, with listed protocol and process indicator information also.

- This standard should have been included in manual but was omitted initially.

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Performance-Based Standard for Correctional Industries 2-CI-6A-05

- Added Variance reports to process indicators section concerning year-end financial statements and performance reports.

Adult Correctional Institutions 4-4126. The facility should encourage staff/inmate interaction. The facility has a management system that provides for the staff to make decisions, the ability to make recommendations regarding security, classification, services and programs for inmates.

- Reworded to ensure that facilities are allowed to achieve desired results on their own and not be told how to arrive at them.

Adult Correctional Institutions 4-4127. The maximum size of a single management unit is variable and is based on the characteristics of its inmate population.

- Removed "not to exceed 500 inmates" and referral to unit management system dropped.

Adult Correctional Institutions 4-4155. Added In cases where cover is not provided to mitigate the inclement weather, appropriate weather related equipment and attire should be made available to the inmates who desire to take advantage of their authorized exercise time.

Adult Correctional Boot Camp Programs 1-ABC-5C-03. Deleted. Written policy, procedure and practice provide for selection, training, and use of offenders as recreation program assistants.

- The intensity of curriculum does not lend itself to interaction with the community to recreation activity. Inmates are not around long enough to be trained.

Adult Correctional Boot Camp Programs 1-ABC-5C-05. Deleted. Written policy, procedure and practice provide for interaction with the community through recreation.

- Same as above.

Adult Correctional Boot Camp Programs 1-ABC-4G-03. Deleted. Written policy, procedure and practice include graduated release through...

- Lengths of programs are generally mandated by law. They are short in length and upon completion allow for release from custody prior to becoming eligible for graduated release.

Adult Correctional Institutions 4-4336, Adult Local Detention Facilities 3-ALDF-4D-08 and Adult Correctional Boot Camp Programs 1-ABC-4D-08. Added to comment section of standard wardrobe. Clothing provided should not be degrading or humiliating. Since the definition of these may be culturally determined, consideration should be given to the effect of clothing provided.

- Result of UN Minimum Rule 17 "Every prisoner who is not allowed to wear his own clothing shall be provided... clothing shall in no manner be degrading or humiliating."

Adult Correctional Institutions, Adult Local Detention Facilities, Performance-Based Standards for Adult Community Residential Services and Adult Correctional Boot Camp Programs. Written policy, procedure and practice require that an inmate is informed in a timely manner of the verifiable death or critical illness of an immediate family member. In case of critical illness of an immediate family member, the inmate is allowed, whenever statutes and circumstances allow, to go to the bedside under escort or alone.

Comment: Classification, status, geography, security level and other specified criteria should determine eligibility. Immediate family is usually defined as parent, spouse, child, sibling, grandparent or legal guardian.

- Same as above.

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Juvenile Correctional Facilities, Juvenile Detention Facilities, Small Juvenile Detention Facilities, Juvenile Correctional Boot Camp Programs and Juvenile Community Residential Services. Same as above.

Administration of Correctional Agencies. Written policy, procedure and practice provide that a qualified senior staff member is responsible for coordinating the agency religious program, and that:

- The complexity of the provision of a religious services program requires that a person be placed in a position to administer, etc.

Once again, these are **only abbreviated explanations** for actions made on approved additions, deletions and revisions. Information on dead standard proposals, proposals sent on to the design committee and tabled proposals can be obtained by contacting your regional director.

Submitted by Cathy Fontenot, Southeast Regional Director



The Interview Process

During any accreditation audit the facility staff and inmates can expect to be questioned at any time concerning any number of issues. The following questions can serve as a guide to the possible questions that may be asked.

Questions for staff:

- What would you do if you were superintendent for the day?
- What three things would you change in the facility?
- How is the facility involved with the community?
- Describe the relationship between the different areas? Ex.: Security v. Medical, Security v. Maintenance
- What are the benefits of Accreditation?
- What is the most challenging part of your job?
- If the auditors interviewed the inmates in a housing or work area, what would you expect the inmates to tell them?
- What kind and how much job training do you get?
- Do you feel safe in the facility?
- If you have specific concerns about facility policy, procedures, health, or safety matters, are they addressed by the administration?

Questions for inmates:

- What kind of progress are you making toward rehabilitation?
- How often do you communicate with your family?
- What are the facilities' best services?
- What is the best/worst meal served?
- What kind of job training do you receive?
- What is the best/worst part of your day?
- Do you feel safe in the facility?
- If you have specific concerns about facility policy, procedures, health, or safety matters, are they addressed by the administration?

You can ask these very same questions during your pre-audit to experience the kind of answers the auditors will hear.

Scott frequently submits articles to be printed in the Criterion. **THANK YOU, SCOTT for your invaluable assistance!**

Submitted by: Scott A. Renshaw, Lt.
Fishkill Correctional Facility
N.Y.S. Department of Correctional Services

Policy and Procedures

The foundation of operations is policy and procedure. Written policy helps both the employers and employees pursue the same goal through consistent philosophy and actions. The documentation also provides a record should the policy and procedure be challenged while reducing the potential for some types of claims. In addition, it is a valuable reference tool as it is nearly impossible for everyone to remember even policy, rule, or procedure.

The writing of operation procedures can be intimidating but it doesn't need to be so. The first step is to identify a format comfortable to the agency. Whatever format is utilized, most documents contain similar information.

It is useful to begin with the identification of the policy. Supply a rationale. Make the reason for the policy clear and realistic. Describe what the policy is designed to do so the goal is understandable and achievable.

Outline expectations and prohibitions. Frequently, actions are established but not noted on paper. Explain what behaviors and actions are expected in comparison to what is taboo. Depending upon the nature of the topic, it may be beneficial to precisely define the consequences of non-compliance to the policy and procedure. If applicable, state how appeals will be handled.

While a thorough document is treasured, often it is unlikely that every possible issue or concern be addressed. An unnecessarily long text is simply not read. There is no point in generating an overload of information only to have it ignored so keep it simple, to the point, and useable.

It is possible to borrow sample policies from others but be careful to accept the other philosophy too rapidly. Follow the format and suggestions but make your own record.

It pays to involve employees and others in the development of policy and procedure. While management is keenly aware of expectations, line staffs know the application far better. Besides, employees are more likely to cooperate with regulations when permitted the opportunity to participate in its development. Staff involvement could occur in the beginning via consultation or a task force or similar methods. Or the inclusion could occur through the reviews of drafts before implementation.

Reviews are essential for the creation of successful statements. Begin by allowing all immediately impacted to assess the wording. It is advantageous to allow people who are unfamiliar with

Drafting policy and procedure does not have to be as ominous as your fears. Start simply and practically, including others and the progress of forming a useful reference will begin.

CAMA Resolutions

By Clare Armstrong-Seward

We are rapidly nearing the time to make New Year resolutions. Along with intentions of losing weight, below are some resolutions that would benefit all of us:

1. Set up a review schedule to evaluate compliance with accreditation standards. This will enable the reviews to help the process serve as a powerful management tool and accreditation a means of conducting business.
2. Promise not to procrastinate. It is amazing how quickly three years passes; don't wait until the last three months to prepare for an audit. Instead, regular folder reviews are needed so this resolution supports the first one.
3. Help your folders lose weight along with your own waistline. Do you really need four forms of primary documentation to authenticate one standard? Thin is in! And this admission is written by someone who clearly does not resemble this description but recognizes the value of the advice.
4. Keep your CAMA membership current (yup, a commercial...) Better yet, get involved. Encourage your friends to join too (yup, another commercial...but both ideas are terrific!)
5. Celebrate your success. Sometimes it is easy to get wrapped up in the documentation process and to forget the positive results.



**Happy New
Year**
from all of your
CAMA friends!

CAMA Tier Hearings

By Clare Armstrong-Seward

So much of our daily correctional lives are dictated by litigation. Much of this litigation shapes policy, procedures, and accreditation standards. One prime example is the inmate disciplinary proceeding.

One U.S. Supreme Court case, *Wolff v McDonnell* (418 U.S. 553, 1974), significantly changed how inmate misbehavior is handled. The U.S. Supreme Court ordered prisons to apply due process to disciplinary hearings in accordance to the Fourteenth Amendment of the U.S. Constitution. In other words, prisons must provide some due process of law in disciplinary cases which could result in a loss of liberty to the inmate. This loss of liberty pertains to potential punishments of solitary confinement and loss of good time accruals.

The *Wolff* decision established the following standards:


- Inmates have the right to written notice of the specific charges at least 24 hours before the disciplinary hearing.
- Under limited circumstances, inmates have the right to receive the aid of a "substitute counsel" or employee assistance to aid in the preparation of a defense and answer questions about disciplinary hearing procedures.
- Inmates have a limited right to present documentary evidence and call witness provided there is not undue peril to institutional safety or correctional goals.
- Inmates do not have a right to confront and cross-examine witnesses.
- Hearings are to be conducted by impartial observers, but these observers can be correctional employees.

CAMA Tier Hearings, Continued.

- Inmates have a right to receive a written statement of the evidence relied upon and the reasons for the decisions made at the hearing.
- Statements made by inmates during a disciplinary hearing may not be used against the inmate in a criminal proceeding.

Further litigation continues to define these court ordered rights. In *Baxter v. Palmigiano* (425 U.S. 308, 1975), the U.S. Supreme Court reaffirmed many of the *Wolff* rights but extended latitude to correctional staff in defining threats to the institutional needs versus the application of constitutional rights on the streets. This case also clarified that an inmate's decision to remain silent during the course of a disciplinary hearing could be interpreted as evidence of guilt by the hearing officer. Most importantly, this case restricted the authority of courts to place additional constitutional expectations on disciplinary procedures when an inmate is confronted with a loss of privileges rather than more serious penalties.

These two U.S. Supreme Court decisions redesigned disciplinary hearings in most, if not all, correctional agencies. In response, the ACA correctly adapted accreditation hearings to reflect these court mandates into accepted correctional practice.



DON'T MISS — CAMA Meeting
Sunday, January 11, 2004, 3 to 5:30 pm
Hyatt Regency New Orleans Hotel
See Details in your Conference Guide.
Everyone invited!

Work Ethic

by Michael J. Hurd, PhD.

A good work ethic is not the result of discipline. A good work ethic is the result of a passionate commitment to productivity. The discipline simply follows.



Doubt

by Michael J. Hurd, PhD.

Consider doubt as an invitation to think.

-- Author unknown

The Meaning of Strength

by Michael J. Hurd, PhD.

Strength is not the absence of feeling. Nor is strength blindly giving in to feeling. Strength lies in the facing of reality -- feelings and all. You forge ahead, no matter what you feel, because you know it's the right, self-interested, life-affirming thing to do.



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CRITERION - LEADERSHIP

I recently looked up the definition of "**Criterion**": *a characterizing mark or trait, a standard on which a judgement or decision may be based.* My first thought after reading the definition was what a great job someone did in naming our newsletter. It certainly covers all aspects of accreditation from the original concept of standards, primary and secondary documentation to the present language of performance-based standards, expected practices, protocols, and process indicators. Criterion is inclusive of compliance, non-compliance, plan-of-actions and even waivers. The strength of one word that embraces the heart of the entire accreditation process.

I then reviewed a book, **The Leadership Challenge - How to get extraordinary things done in organizations** by James M. Kouzes and Barry Z. Posner that reports that leaders are at their personal best when they are:

- * **Challenging** the process;
- * **Inspiring** a shared vision;
- * **Enabling** others to act;
- * **Modeling** the way;
- * and **Encouraging** the heart.

These are the basic principles necessary for any accreditation manager or leader of an organization. In the book there is a quote by Vance Packard that states, *"Leadership appears to be the art of getting others to want to do something that you are convinced should be done."* This statement summarizes the work of many accreditation managers and staff that I have met over the years.

As an accreditation manager, you are leaving a characterizing mark or trait through your agency's involvement in the accreditation process. Whether locally or at the state, national or international level, your leadership and dedication to accreditation plays a part in defining your organization and determining its' success.

Jim Dare, North Central Region

NOMINATIONS NEEDED

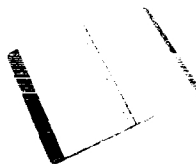
Our next election is right around the corner. Please send names and addresses of Members whom you would like to nominate for Office in CAMA. Our leadership is very important and ambitious, dedicated people are needed to lead CAMA onward & upward!

Names and addresses of nominees can be sent to:

AJ Hamburger
529 Linn Street
Chillicothe, Ohio 45601

Officers that need to be elected are:

President elect
Treasurer
Secretary
Regional directors



Upcoming Conferences Plan to Attend!!

2005 Massachusetts

Thank you, David Nolan & your Committee!

2006 Indianapolis, Indiana

Thank you, Commissioner Evelyn Ridley-Turner!

Personal column

Congratulations and Best Wishes to Dora Wheat who was recently married and is now Dora Gorey. She says he is "just the perfect man" for her!



CAMA MEMBERSHIP DRIVE!

CURRENT MEMBERS JOIN OUR CONTEST AND RECRUIT NEW MEMBERS. THE INDIVIDUAL SPONSORING THE MOST NEW MEMBERS WITH PAID DUES WILL BE RECOGNIZED IN THE CRITERION AND AWARDED A 3' X 5' AMERICAN FLAG.

- ☐ INDIVIDUAL MEMBERSHIP (\$15)
☐ INDIVIDUAL 3-YEAR MEMBERSHIP (\$40)
☐ ORGANIZATION/FACILITY MEMBERSHIP (\$50)

Last Name _____ First Name/MI _____

Work:
Job Title: _____

Agency: _____

Facility: _____

Address: _____

City: _____ State: _____ Zip: _____

Business Phone: _____ Fax: _____

Email: _____

Home:
Address: _____

City: _____ State: _____ Zip: _____

Home Phone: _____

Recruiter's Name: Connie Geter

Mail completed form and check to: Don Cook, CAMA Membership, ACA
4380 Forbes Boulevard
Lanham, MD 20706-4322

MEMBERSHIP DRIVE